



Military Review

**Lieutenant General
David H. Petraeus**

*Commander,
USACAC
Commandant, CGSC*

**Colonel
William M. Darley**
Editor in Chief

Staff

**Lieutenant Colonel
Arthur E. Bilodeau**
Managing Editor
Major Chris Lukasevich
Editor, Latin American Editions
Major Thomas Shrader
*Marketing and Production
Manager*
Vaughn Neeld
Supervisory Editor
John Garabedian
Associate Editor
Nancy Mazzia
Books and Features Editor
Barbara Baeuchle
Visual Information Specialist
Diana L. Keeler
Design and Layout
Editorial Assistant
Patricia L. Wilson
Administrative Assistant
Winona Stroble
Webmaster

Editorial Board Members

Brigadier General Volney J. Warner
Deputy Commandant, CGSC
Clinton J. Ancker III, Director
Combined Arms Doctrine Directorate
Robert Baumann, Director
CGSC Graduate Program
COL Kevin Benson, Director
School of Advanced Military Studies
Gregory Fontenot, Director
*University of Foreign Military and
Cultural Studies*
Jacob Kipp, Director
Foreign Military Studies Office
William G. Robertson, Deputy
Combat Studies Institute
Lon R. Seglie, Chief
Publication Division
Center for Army Lessons Learned
Dennis Tighe, Deputy
Combined Arms Center-Training
COL Stuart Whitehead, Director
TPIO Battle Command

Consulting Editors

Colonel Haroldo Assad Carneiro
*Brazilian Army,
Brazilian Edition*

**Lieutenant Colonel
Hugo Alfredo Leonard**
*Argentine Army,
Hispano-American Edition*

**Lieutenant Colonel
Edmundo Villaruel Geissbühler**
*Chilean Army,
Hispano-American Edition*

Dhia Hakim
Arabic Edition

2 So You Want to Be an Adviser

Brigadier General Daniel P. Bolger, U.S. Army

Bolger, one of the Army's top advisers in Iraq, offers a vivid description of what it is like to train Iraqi security forces.

9 CORDS/Phoenix: Counterinsurgency Lessons from Vietnam for the Future

Dale Andrade and Lieutenant Colonel James H. Willbanks, U.S. Army, Retired, Ph.D.

Historians Andrade and Willbanks describe how the Civil Operations Revolutionary Development and Support (CORDS) program worked in Vietnam. A similar program might succeed in Iraq.

24 Revisiting CORDS: The Need for Unity of Effort to Secure Victory in Iraq

Major Ross Coffey, U.S. Army

An innovative solution to the unity of effort in Vietnam, CORDS offers a blueprint for realizing *The National Strategy for Victory in Iraq*.

35 Strategic Aspects of Counterinsurgency

Colonel Joseph D. Celeski, U.S. Army, Retired

We have improved our tactical and operational skills in counterinsurgency. Now we need to work on the strategic level.

42 Neo-Strategicon: Modernized Principles of War for the 21st Century

Brigadier General Charles J. Dunlap, Jr., U.S. Air Force

The old Principles of War aren't obsolete; they just need to be revised to fit modern forms of warfare.

49 Principles, Imperatives, and Paradoxes of Counterinsurgency

Eliot Cohen; Lieutenant Colonel Conrad Crane, U.S. Army, Retired;

Lieutenant Colonel Jan Horvath, U.S. Army; and Lieutenant Colonel John Nagl, U.S. Army

Four of the Army's foremost thinkers on counterinsurgency present a cogent list of do's and don't's.

54 Soldiering in Unfamiliar Places: The Dutch Approach

Lieutenant Colonel Robert H.E. Gooren, Royal Netherlands Army, Ph.D.

The Dutch Army has been clued in to cultural awareness (CA) training since World War II. Here's how they do CA training in Holland today.

61 OIF Phase IV: A Planner's Reply to Brigadier Aylwin-Foster

Colonel Kevin C.M. Benson, U.S. Army

One of the Army's principal planners of Cobra II responds to an ally's criticism of U.S. performance in postcombat operations.

69 Getting West Point Back on Mission

General William R. Richardson, U.S. Army, Retired

Changes made to the U.S. Military Academy's mission statement in 1987 prompted graduates to trade battledress for business suits. The mistake is now being corrected.

Cover Photo: Polish army Warrant Officer 4th Class Jardseaw Krynski, top, helps Iraqi army officers teach noncommissioned officers (NCO) how to clear a building during the Iraqi army's 8th Division-Central NCO course at the 8th Iraqi Division Headquarters, Diwaniyah, Iraq, 26 March 2006. The training is designed to build team skills and help prepare NCOs to work together as a unit. Krynski is attached to Military Training Team, Multinational Division Central-South, Camp Echo, Diwaniyah, Iraq (U.S. Air Force photo by Senior Airman Jason T. Bailey) (Released).

71 Latin American Coalition Support: Lessons Learned in Iraq

Lieutenant Colonel Michael J. Dempsey, U.S. Army, and Major Geoffrey D. Keillor, U.S. Army

Task forces from the Dominican Republic, El Salvador, Honduras, and Nicaragua spent last year in Iraq as part of the Coalition. What they learned will pave the way for future Latin American contingents.

76 Bolivia at the Crossroads: December 2005

Kent Eaton, Ph.D.

Evo Morales's election should not have surprised U.S. pundits and policymakers, nor should it particularly trouble them.

82 The Literature behind Venezuelan Bolivarianism

Domingo Irwin, Ph.D., and Luis Alberto Buttó

Analysis of key texts exposes the xenophobia, militarism, and political opportunism beneath Venezuela's several brands of Bolivarianism.

88 Telling the Afghan Military Story . . . Their Way

Lieutenant Colonel Charles W. Ricks, U.S. Army, Retired

Although working with modest resources, the Afghan public affairs (PA) apparatus offers U.S. officers a lesson in cultural awareness and PA effectiveness.

95 Clouds and Arrows: Visualizing the Dynamics of Transformation

Lieutenant Colonel Scott Stephenson, U.S. Army, Retired

Simple graphics can explain complex concepts. With easy-to-read pictures, a Command and General Staff College instructor illuminates the factors impinging on Transformation.

100 Should We Rethink How We Do OPODs?

Robert R. Hoffman, Ph.D., and Colonel Lawrence G. Shattuck, U.S. Army, Retired, Ph.D.

Is it time for the Army to overhaul its OPOD format? Visual-spatial concept maps could be the way to go.

Insights

108 Integrating an Engineer Platoon within a Combined Arms Team

Major Mark T. Martinez, U.S. Army

110 Our Achilles' Heel: Language Skills

John W. Davis, U.S. Army Reserve, Retired

112 The Nine Principles of Combined Arms Action in a Counterinsurgency Environment

Lieutenant Colonel Adrian Bogart III, U.S. Army

113 Book Reviews Contemporary readings for the professional

117 Letters to the Editor Featuring TRADOC Commander General William S. Wallace's reply to Brigadier Aylwin-Foster

Peter J. Schoomaker
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army 0527104

Military Review presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy and source documentation of material they provide. *Military Review* reserves the right to edit material. Basis of official distribution is one per 10 officers for major commands, corps, divisions, major staff agencies, garrison commands, Army schools, Reserve commands, and Cadet Command organizations; one per 25 officers for medical commands, hospitals, and units; and one per five officers for Active and Reserve brigades and battalions, based on assigned field grade officer strength. *Military Review* is available on-line at <www.leavenworth.army.mil/MILREV>.

Military Review (US ISSN 0026-4148) (USPS 123-830) is published bimonthly by the U.S. Army, CAC, Fort Leavenworth, KS 66027-1254. Paid subscriptions are available through the Superintendent of Documents for \$42 US/APO/FPO and \$58.80 foreign addresses per year. Periodical postage paid at Leavenworth, KS, and additional mailing offices. POSTMASTER: Send address changes to Superintendent of Documents, PO Box 371954, Pittsburgh, PA 15250-7954.